



Unlocking our Change Potential by Using the Right Key



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Why an Enterprise Approach?

FACT:

- People were working hard but going in different directions
- No standard for change management efforts
- Employees tagged with change management roles had good intentions but were trained to perform the job

OUR APPROACH:

- Create a standard sustainable change management model building upon past efforts
- Pilot tools and methodology by working side by side with the initiative teams
- Train DFAS personnel on the enterprise change management approach



CM Approach

● Training

- ✓ Executives: Executives are Employees Too!
- ✓ Managers/Supervisors/Leads: Leading Employees through Change
- ✓ Employees: Succeeding in a Changing DFAS Environment
- ✓ On-line training modules

● Initiative Support Forums

● Initiative Coaching

- ✓ Subject knowledge
- ✓ Product and activity tools and templates
- ✓ Cross-initiative information sharing.

● Guidance

- ✓ User-friendly Change Management Guide with robust tools and templates
- ✓ Change Network Handbook



Common Training Dynamics

- Training length of four hours each
- Rolled out per initiative deployment schedule, per
- Train-the-Trainer concept to expand the training footprint with existing DFAS resources
- Manageable classroom sizes (20-30 participants)
- Focused on change readiness at the initiative point of impact
 - ✓ Emotional readiness
 - ✓ Role readiness
- **Pilot Approach**
 - ✓ Manager/Supervisor training piloted August 19 in Indianapolis
 - ✓ Employee training piloted August 26 in Columbus
 - ✓ Incorporated feedback from both pilot sessions to ensure a high-impact experience for all Managers/Supervisors and Employees
- **Interactive Classroom Learning Approach**
 - ✓ Combination of presentations, group activities, workbooks, and tip sheets



Employee - Key Messages



Supervisor/Lead - Key Messages

Employee and Leadership Points of Learning

CHANGE IS CONSTANT

- Change is emotional and personal
- Experience and reflect on a controlled change scenario
- Leadership commitment
- Connect the CM effort to the call to action by the OAS survey

STAGES OF CHANGE

- Stages of change readiness
- Identify change resistance and barriers
- Positive ways to question, act, and respond to change, **for yourself and employees**
- Actions and behaviors that are regarded as negative in responding to change, **for yourself and employees**

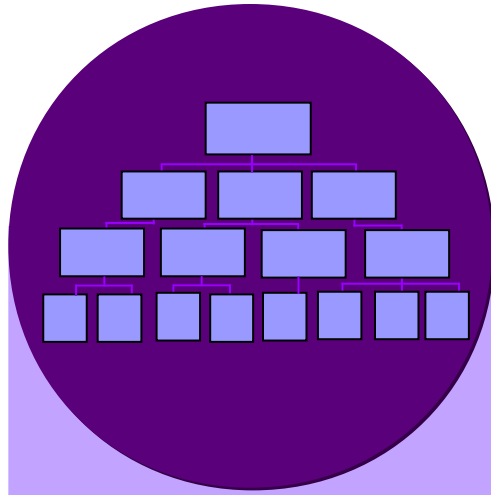
PREPARING YOUR TEAM FOR CHANGE

- Prepare yourself for change
- **Prepare your team for change**
- **Information to include when delivering the message**
- **Steps of the communication cycle**

CHANGE AT DFAS

- “What is a change ready organization”
- What is an ERP
 - What are the benefits
 - What will change
- Who is involved in managing change
- What a Change Network is, how it should work, and the employees connection to it
- Enterprise CM approach

The Change Network



WHAT IS IT?

The Change Network is a connected group of people who serve as advocates for the change and provide information to all parts of the workforce impacted by the change.

Change Sponsor Change Sponsors oversee and provide support for your change initiative, acting as the most senior advocate for the change by providing a passionate voice for its success. An example of a Change Sponsor is the Director or Deputy Director of the impacted site or an Agency-level executive for an enterprise-wide initiative.

Change Champions Senior leaders, managers, or supervisors needed to actively and visibly advocate for change and establish success factors for implementation.

Change Agents The frontline advocates for change, supervisor or peer-to-peer. Advocate for change and provide information/guidance on the change – usually within their own natural work group.

Impacted Group of Employees A portion of the workforce impacted by the change. Usually not limited to just the end users, since others are usually impacted as well. Small enough groups that the Change Agent can interact directly.

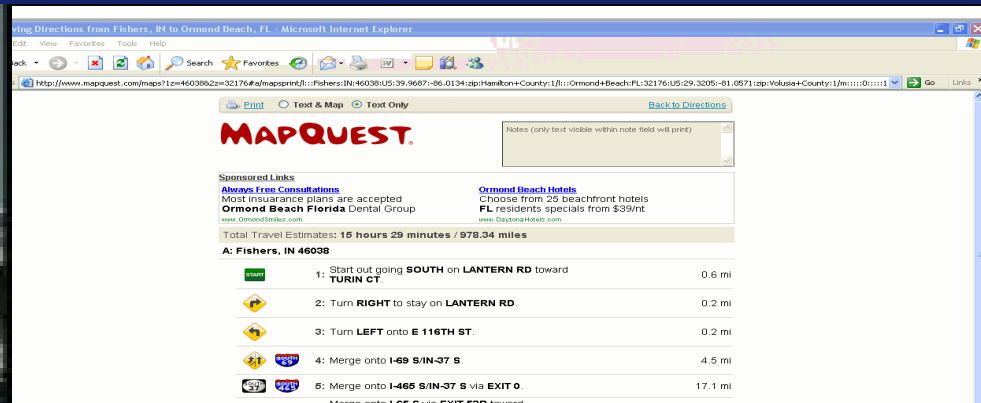
Do I trust them - Do they trust me?

Do I believe in them - Do they believe in me?

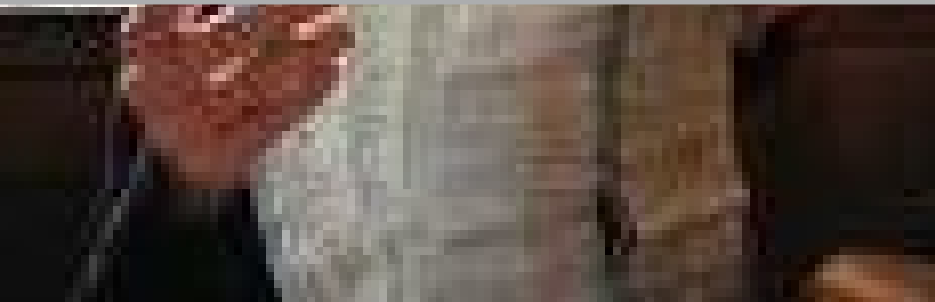
Can I hear them - Can they talk to me?

TRUST + COMMUNICATION = EFFECTIVE CHANGE LEADERSHIP

Change Navigation - Drive to the Vision



*Vision:
To be the recognized leader in DoD's
financial management by
consistently delivering first-class
service and products.*



Safety Tip for Leading Change



The change safety card found in your desk pocket instructs you that when a change occurs in your organization, “Please put on your change mask before assisting others. Give yourself time to adjust to the change and deal with your own reaction before attempting to lead others.”

Thank you for flying with Change Management Airlines!

Executives are Employees Too!

● Breakout Session

- ✓ SESs will remain in this room
- ✓ Everyone else please proceed to your breakout room

● Change Management Team Trainers

- ✓ Amy Cochran-Barta
- ✓ Cheri Kirkpatrick
- ✓ Miriam Posluszny
- ✓ Debra White-Johnson

